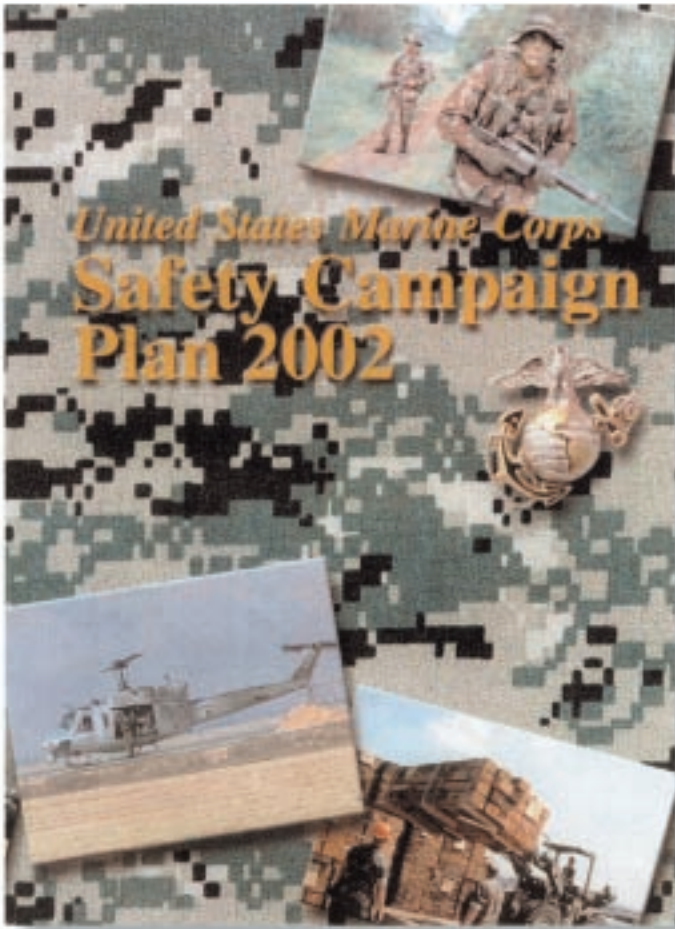


# Revised Campaign Plan



**T**he milestone Marine Corps Safety Campaign Plan, first issued in August 2000, has been revised, updated and reissued. Because demand for the previous edition of the plan far exceeded available copies, three times as many copies are being distributed this time.

In his cover letter, the Commandant, Gen. James L. Jones, said, "Marines, last year I challenged you to join me as we ushered in a cultural change throughout our Corps. My intent was to change the way in which we incorporated safety into every aspect of our daily routines, both on and off-duty." Gen. Jones listed some of the accomplishments of 2001, one of which was publication of the original Plan. The Executive Safety Board formed a core-safety-services committee to define levels of staffing and funding for base safety programs. Safety and risk-management training were added to sev-

eral senior-level classes. Weekly and monthly SAFETY FLAG-ALL messages helped raise awareness. And commanders renewed emphasis on holding their Marines and Sailors accountable for violations of safety policy.

The new campaign plan details some of the good news and bad news from FY01. On the plus side, Marine Corps aviation had a great year, ending with a total of 9 Class A and B mishaps, which far exceeded the goal of reducing mishaps by 25 percent. For off-duty (private motor vehicle and recreational) mishaps, FY01 easily met the goal of reducing traffic deaths by 25 percent. For on-duty ground mishaps, however, we not only failed to meet a similar goal, but the rate nearly doubled compared to FY99, producing the worst year in a decade. In order to remain on track through FY06, a 30 percent reduction is needed this FY. And for on-duty (industrial) mishaps, although civilian injuries declined during FY 01, our injuries did not decline enough to meet the goal of a 15 percent reduction in injuries per year. Civilian Marines continue to incur lost-time injuries at double the rate of their counterparts in the Navy and Federal agencies.

Several sections of the plan were added, updated or made more specific. Highlights follow.

**Executive Safety Board** added the Commanding General of the Training and Education Command and the Inspector General of the Marine Corps as members.

**Structure and Staffing** remains an ongoing challenge. Unmet requirements exist, and only the MARFORs, installations and flying units have primary duty safety billets in their Tables of Organizations (T/Os). Core Safety Services have been developed and will become the benchmark.

**Operational Risk Management (ORM).** Safety Investigation Boards must begin to review the planning process and determine if and how ORM had been applied before the mishap. This analysis will be a part of the Safety Investigation Report. Aviation Safety Investigation Reports will contain an ORM assessment in accordance with OPNAVINST 3750.6. ORM goals include providing initial and annual refresher training to all Marines and annotate the training in the BTR section of the Unit Diary, and for MCCDC to develop a basic ORM training course and an officer-SNCO course.

# Hits the Street



Photo by LCpl. John Hoellwarth

**Culture Workshops.** These two-day workshops have been used widely in Navy aviation during the past two years. They give commanders a snapshot of a unit's culture by listening to its members. Safety within a unit exists on a foundation of trust, integrity, and leadership created and sustained through effective communication. Workshops are conducted at the battalion and squadron level; they include individual discussions, facilitated workshops, and the commanding officer's debrief. Marine Forces Atlantic has taken the lead to prototype a Culture Workshop process for ground units. The goal for FY02 is to identify and train facilitators.

Photo by Staff Sgt. Nathan L. Hanks, Jr.



**Training.** If you're assigned to a safety billet, you must complete the required training within 90 days of assignment and remain in the job for at least a year. If you're filling a ground-safety billet, either full time or collaterally, you must at least attend Ground Safety for Marines (a 10-day course in mishap prevention, safety and occupational health programs) and Mishap Investigation (a five-day course in investigating and reporting mishaps), or an approved MARFOR Ground Safety Mobile Training Team course. Aviation Safety Officers must attend the six-week Aviation Safety Officer course given at the School of Aviation Safety in Monterey, Calif. This course, incidentally, certifies ASOs as ORM instructors. Marine Expeditionary Unit commanders and

Photo by LCpl. James S. McGregor







Photo by Cpl. Paula M. Fitzgerald

aviation commanders must attend the six-day Aviation Safety Commander Course given at the School of Aviation Safety in Monterey, Calif. This course teaches the responsibilities of senior members of mishap investigation boards, how to endorse hazard reports and mishap investigations, the elements of an effective safety program, and certification as an ORM instructor.

**On the plus side, Marine Corps aviation had a great year, ending with a total of eight Class A and B mishaps, which far exceeded the goal of reducing mishaps by 25 percent.**

#### **Awards and Incentives.**

New safety awards will be presented in two categories: Commandant of the Marine Corps awards and awards presented by commands to units and individuals. The former includes Marine Corps Center of Safety Excellence; Marine Corps Superior Achievement in Safety (military and civilian personnel); Marine Corps Achievement in Safety; and Marine Corps Merit Award in Safety. In the latter category, Marine Forces Atlantic, Pacific and Reserve plan to establish awards programs to recognize the outstanding safety performance of subordinate units and military personnel.

The campaign plan added a new section on suicide, the cause of death for 74 Marines during the past

three years. In FY 01, 27 Marines took their own lives (five more than in FY00 and two more than FY99). The Marine Corps has led all other services with the highest suicide rate nearly every year since 1980. Thirty-two percent of these suicide victims verbalized feelings of depression or thoughts of suicide, but only a third of them were referred for an evaluation or treatment. Our most junior leaders must intervene to prevent despair from turning to suicide. All Marines, Sailors, and civilian Marines must know whom to contact for help. Future endeavors include implementing suicide prevention training at all formal leadership schools, installation visits to educate commands on suicide prevention, and the release of a CD-ROM to supplement the materials in the Suicide Prevention Kit that was mailed out last year to all units.

The campaign plan ends with a section called “The Road Ahead.” It says, in part, “No Marine desires to attend the memorial service of a fallen friend. No parent or spouse desires to bury a loved one. These losses are made more painful when they result from a preventable mishap. While we can never remove all of the risks associated with our chosen profession, we can and must do everything in our power to mitigate those that are unacceptable... we cannot continue to sustain the unnecessary manpower and financial losses resulting from preventable mishaps. A concerted application of leadership, discipline, teamwork, and risk management will stop these losses. Embracing safety as an element of force protection will save the lives of our fellow Marines and increase our combat readiness.”

In his cover letter, Gen. Jones added, “Our tasks now are to ensure the successes of last year are institutionalized and to bring down our on-duty accident rate... Together we saved the lives of a platoon of Marines last year; this year let’s make it two!” 🌟

Photo by Cpl. Roman Yurek

